

Clean ENERGY

– for the –
21st Century



MISSION

The mission of PBM is to use sound business management practices to provide corporate leadership in the areas of planning, budget, operations, and analysis to facilitate the effective and efficient accomplishment of EERE's program goals.

DRAFT 11/28/2000

Energy Efficiency and Renewable Energy

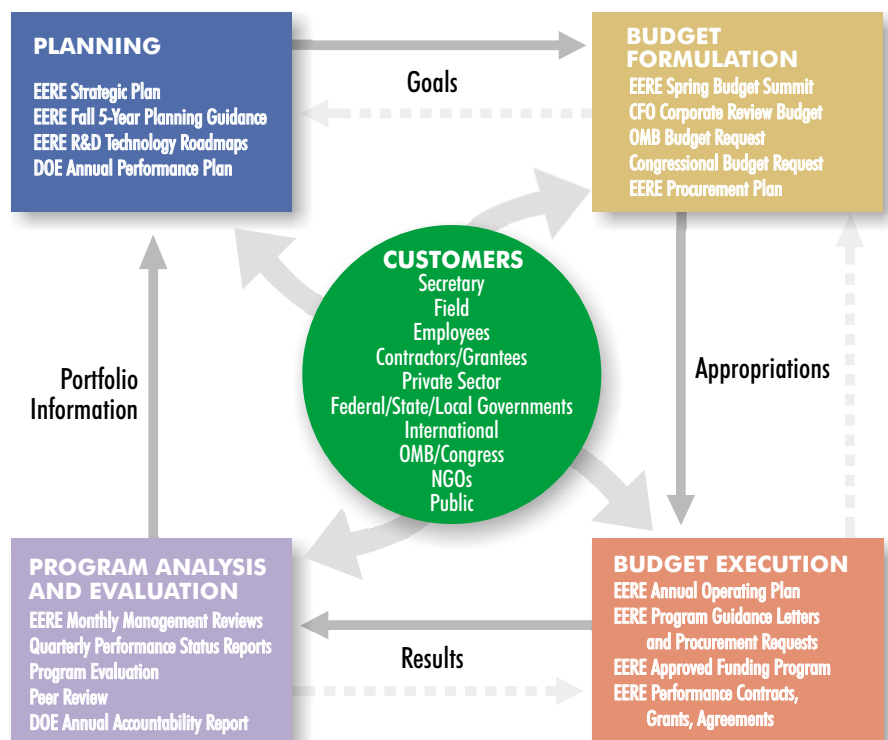
PBM

Office of Planning, Budget and Management

STRATEGIC PLAN

VISION

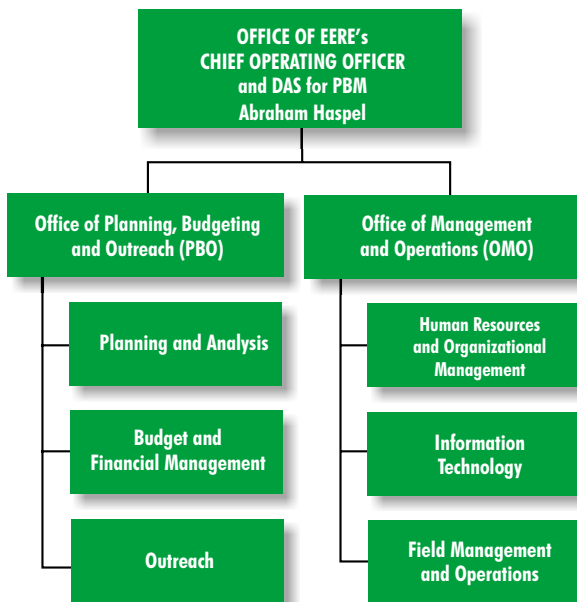
As a result of our commitment to sound business management practices, EERE is universally recognized for analytical, operational, and managerial excellence.



PBM STRATEGIC PLAN

Early in 1999, the Assistant Secretary for Energy Efficiency and Renewable Energy determined that improving management of the overall EERE organization would produce greater program benefits. Considering input from a wide group of stakeholders, including the U.S. Congress, the public, industry, and academia, the Assistant Secretary commissioned a management improvement team to examine five EERE program areas ranging from budgeting to performance measurement to procurement.

One of the common themes that arose from the management reviews was that EERE would benefit greatly from the establishment of a Chief Operating Officer and a supporting organization focused on managerial excellence. On September 24, 1999, the first Deputy Assistant Secretary for Planning, Budget and Management was named, and was simultaneously designated as the Chief Operating Officer. Reporting to the Deputy Assistant Secretary are two offices and six functional areas that support the effective and efficient operation of the EERE enterprise, and establish an integrated, seamless operating philosophy and management system that will lead EERE on a coordinated path to managerial excellence.



GOAL

PBM will continuously promote and demonstrate EERE managerial and operational excellence.

OBJECTIVES

The PBM goal is supported by the following objectives:

- Implement an integrated corporate system for program planning, budgeting, execution, and evaluation that is seamless and transparent.
- Ensure that EERE RD&D programs are focused on national energy needs and that annual budget requests are based on sound program analysis and evaluations and formal peer reviews.
- Implement "best management practices" to ensure that EERE programs and projects are performance-based.
- Improve employee development programs, and build and retain a diverse workforce to increase employee excellence and satisfaction.
- Institutionalize a "customer service ethic" that ensures timely high-quality responses to all EERE sector requests.

OPERATING PHILOSOPHY

People are our greatest asset • We are professional and well-organized • Our relationships with our customers, stakeholders, and staff are based on loyalty and trust (2-way street) • We work as a team and advocate teamwork • Open and honest communication is integral to all of our work • We anticipate and solve problems • Our priorities drive our activities • We pursue the highest standards of ethical behavior • The whole is greater than the sum of its parts.



PBM PROGRAM OFFICE STRATEGIES

EERE Corporate Leadership, Program Integration, and Communication—Provide effective corporate management leadership to accomplish the EERE strategic plan, by focusing on unified corporate goals, a single systematic strategic management information system, clear and effective organizational communication, and a spirit of collaboration across EERE organizations, DOE, interagency, and with public/private entities.

OFFICE OF PLANNING, BUDGET AND OUTREACH

Planning and Analysis—Support executive decision-making in the areas of resource allocation, budget formulation, national strategy development, performance measurement, and technology assessment by: (1) developing and utilizing metrics, analytical tools, and market trends to track the performance of EERE programs and projects, (2) coordinating the analysis agenda of EERE sectors to eliminate duplicative efforts and ensure the use of consistent modeling variables, and (3) providing on-request, high-quality analysis to the Assistant Secretary, the U.S. Congress, and the White House and other executive branch agencies.

Budget and Financial Management—Provide timely and effective budget formulation and execution services by: (1) utilizing sound planning to effectively allocate budget staff resources throughout the budget cycle, (2) fully incorporating EERE sector inputs into the corporate budget, (3) collaborating with the Assistant Secretary, the Chief Financial Officer, the Office of Management and Budget, and the U.S. Congress to ensure proper representation of EERE budget requests, and (4) using advanced information technology capabilities to ensure accurate and timely funds accounting.

Outreach—Communicate the EERE mission, program plans, accomplishments, and technology capabilities to a variety of customer and stakeholder audiences including the U.S. Congress, the public, educational institutions, industry, and other governmental and non-governmental organizations by: (1) developing and delivering standardized corporate briefing packages, (2) coordinating the outreach efforts of EERE's regional offices, (3) working with EERE counterparts in federal, state, local, and tribal agencies to promote the benefits of renewable energy and energy conservation, and (4) disseminating EERE communications products to the widest possible audience through personal contacts, publications, and the Internet.

OFFICE OF MANAGEMENT AND OPERATIONS

Human Resources and Organizational Management—Align EERE's human resources to achieve optimal program efficiency and effectiveness, while ensuring that the contribution of each staff member is valued and recognized by: (1) ensuring that management and staff work together to define each person's role, and (2) to provide the proper support, training, and tools to fulfill that role.

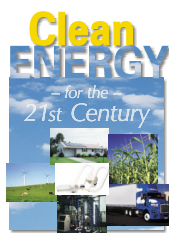
Information Technology—Promote the use of advanced information technology to revolutionize our business operating environment by: (1) streamlining existing processes, (2) improving individual program performance, (3) using common information protocols to improve the accessibility of information and ease data validation, and (4) making systems easier to use.

Field Management and Operations—Institutionalize a corporate approach to field management and reporting by: (1) improving collaboration, (2) clearly delineating and defining the roles, responsibilities, and authorities among all participants (including EERE Corporate and Field Organizations and DOE National Laboratories), and (3) embracing environmental safety and health.

EERE Acquisition and Procurement—Institutionalize an acquisition/procurement process by: (1) ensuring that it is clearly defined, (2) is consistent across EERE Headquarters and Field, (3) complies with DOE policies and practices, (4) includes early needs assessment and ongoing accountability, (5) clarifies office authorities, and (6) properly acquires goods and services in a timely and efficient manner.

SUCCESS INDICATORS

- The EERE and PBM Strategic Plans are communicated to and understood by all EERE employees. Documents are reviewed and updated bi-annually as appropriate to demonstrate progress toward the goals and objectives outlined in the EERE Strategic Plan, the President's Budget Request, and the PBM Strategic Plan.
 - PBM is recognized for analytical, managerial, and operational excellence as measured annually by internal and external stakeholder satisfaction, and by the degree of managerial flexibility, discretion, and authority assumed by EERE middle management.
 - EERE management and employee surveys report annual improvements in open and honest communication, trust, teamwork, and cross-Sector collaboration. All EERE Sectors' program plans complement each other to achieve the overall stated EERE goals. Critical information is easily accessible, is provided in a timely manner without bottlenecks, and is communicated through multiple means including the PBM website and Intranet.
 - All planning, budget formulation, budget execution, evaluation, and reporting processes are clearly delineated in a Strategic Management System (SMS) that tracks and reports progress on a monthly basis. Operational excellence is measured by the efficiency, effectiveness, and timeliness of SMS deliverables, and by the depth, breadth, appropriateness, and timeliness of support provided for the Assistant Secretary and other executive decision-makers.
 - Budget formulation is more closely aligned with EERE planning and analysis, outreach and budget defense, budget execution, and Headquarters and Field Office budgets. Budget execution and reporting is supported by an EERE Annual Operating Plan (AOP) reporting process.
 - The EERE budget defense strategy is led by the Assistant Secretary, is coordinated among Sectors, and has clear guidelines for testimony and Q's and A's. Annual budget requests are based on sound, well-documented strategic planning, market and environment analysis, comprehensive RD&D evaluation, and information from key stakeholders.
 - A comprehensive outreach plan is developed and implemented. The needs of internal and external audiences are identified and prioritized, and appropriate outreach tools are used for each audience.
- Sector outreach is coordinated to maximize resource utilization, reduce duplication, and ensure a unified message. EERE program benefits are well understood by the U.S. Congress, the public, and our stakeholders, and their feedback is included in refining future plans.
- EERE's human resources are tailored to achieving the EERE strategic plan. EERE staff possess the skills to perform their roles in achieving our mission; in cases where new or additional skills are needed, management and staff have established Individual Development Plans and are implementing them to acquire those skills. New EERE employees receive all of the logistical support needed (including office and furniture, telephone and computer set-up, and new employee tutorials) to fully perform their jobs within one week of arrival.
 - EERE's acquisition/procurement process is defined with clear authorities and organization-wide uniformity. It is fully compliant, timely, and efficient, and includes early needs assessment and ongoing accountability.
 - EERE's information technology ensures hardware, software, and processes are in place that meet customer and organizational needs, by following consistent information protocols, by providing sufficient user technical assistance, and by keeping up-to-date with the most advanced technologies.
 - EERE customer surveys report improved clarity, satisfaction, and coordination among all participants in EERE's field management. There are well-defined roles, responsibilities, and authorities. A Field Strategic Management System is improving coordination and performance. Short- and long-term plans are in place that encompass operations, resource requirements, site and facilities, and environmental safety and health.
 - EERE has executed the Implementation Plan for the Recommendations of the National Academy of Public Administration Report "Reviewing Management in the Office of Energy Efficiency and Renewable Energy." Resulting actions create a corporate-level EERE; strengthen EERE's ability to communicate in a unified fashion, and provide solid measures to support decision-making with strong and reasoned analysis.
 - Customers, stakeholders, and EERE employees seeking information from PBM can call a single central phone number and receive accurate, useful information from a real person during normal business hours.



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U.S. Department of Energy
Office of Energy Efficiency and Renewable Energy

